



# County of Los Angeles CHIEF ADMINISTRATIVE OFFICE

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DAVID E. JANSEN  
Chief Administrative Officer

October 10, 2006

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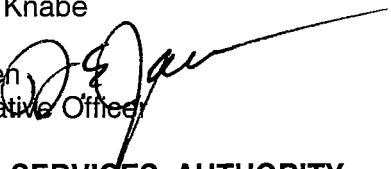
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To: Mayor Michael D. Antonovich  
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From: David E. Janssen  
Chief Administrative Officer



## LOS ANGELES HOMELESS SERVICES AUTHORITY – AGENDA OF AUGUST 29, 2006, ANTONOVICH MOTION RELATED TO ITEMS 79-A AND 79-I – STATUS REPORT

On August 29, 2006, acting on a motion by Mayor Antonovich, your Board directed the Chief Administrative Officer (CAO), in consultation with County Counsel, to report back in 30 days on the progress in working with the City of Los Angeles to amend the Los Angeles Homeless Services Authority's (LAHSA) Joint Powers Agreements and Bylaws to:

- Clarify LAHSA's protocols for requesting funding from the County and/or City for LAHSA administrative and operational expenses;
- Better define LAHSA's mission and role in dealing with the Countywide homeless population;
- Assure that LAHSA's strategic planning process includes encouraging the participation and presence of other municipalities and unincorporated areas where substantial homeless populations exist; and
- Develop data-based outcome measurements for LAHSA's multi-million dollar expenditures.

This memorandum is to provide a status report and respectfully request a continuation to December 15, 2006 for the next status report on the progress relative to these items.

The motion by Mayor Antonovich directly relates to action taken by your Board during Budget Deliberations on June 20, 2005 (SYN Nos 9.2.1 and 9.2.2). In that action, the CAO in collaboration with the Auditor-Controller, County Counsel, the Community Development Commission, and the City of Los Angeles were to develop options for more effective administration of homeless services and programs in Los Angeles County, including funding strategies and governance structures.

In response to the June 20, 2005 direction, the CAO has convened and attended numerous meetings with your Board's homeless deputies, alone and in conjunction with staff from the City of Los Angeles Mayor and selected City Council Members. A number of governance options have been explored, however, no consensus has emerged on changes to LAHSA's structure. In addition, in September 2005, the CAO prepared a matrix report on the homeless governance structure and planning efforts of other major U.S. cities/jurisdictions. A telephone survey of key Los Angeles County homeless stakeholders was conducted in January-February 2006 to receive input on the effectiveness of LAHSA's current structure and the future homelessness governance structure needs for Los Angeles County (Attachments I and II).

Also relevant to the June 20, 2005 and August 29, 2006 motions are the following actions:

- On September 21, 2006, the LAHSA Commission hired local Los Angeles attorney Rebecca Isaac as its Executive Director, effective November 1, 2006. Based upon her considerable career accomplishments, Ms. Isaac will provide strong administrative, managerial, and financial leadership to LAHSA.
- In June 2006, the LAHSA Commission and staff held a planning retreat at which time they agreed to a mission statement for the agency; developed a listing of LAHSA's key responsibilities; and initiated development of a resources needs assessment to adequately carryout the Agency's mission and responsibilities (Attachment III). It is anticipated that over the next several months, the LAHSA Commission will work with its new Executive Director to further develop and refine its mission, strategic, and business plans to more clearly define the Agency's role, responsibilities, and direction.
- The need to address homelessness on a Countywide basis, including encouraging other municipalities to participate in LAHSA, should be a key component of LAHSA's continuing strategic, business, and resource planning. As a participant in the LAHSA Executive Director candidates review process, the CAO's representative emphasized this critical need. In addition, the CAO has participated in meetings, convened by local foundations with an interest in Los Angeles County's homeless issues, along with administrators of the Cities of Glendale, Long Beach, Los Angeles, Pasadena, and Santa Monica to discuss how to most effectively address regional participation and planning for the County's geographically and demographically diverse homeless population. Ms. Isaac, LAHSA Executive Director, will be included in future meetings of this ad hoc group.
- Based upon the March 2006 report issued by the Interim Chief Financial Officer (CFO), Michael Arnold of blueConsulting, LAHSA has been working to improve and enhance its contracting and financial systems. This effort has included: the development of a LAHSA line of credit, equally contributed to by the County and the City, as a means of resolving LAHSA's systemic cash flow issues; identification of staff resource needs to improve LAHSA's fiscal, contracting, and program operations; and the addition of performance, data based outcomes to its contracts. This effort experienced a set back with the September 2006 resignation of the newly hired permanent CFO, however, Mr. Arnold's return as the Interim LAHSA CFO coupled with the hiring of Ms. Isaac, Executive Director, should enable the Agency to sustain its efforts in this regard.

Each Supervisor  
October 10, 2006  
Page 3

The CAO will continue to collaborate with the City of Los Angeles, the LAHSA Commission and staff, your Board deputies, and other interested parties in pursuing options and actions for the improvement of LAHSA's governance, management, and strategic planning so that it becomes a valuable, critical partner to the County, the City of Los Angeles, and our other 87 cities and unincorporated areas in resolving current homelessness and preventing future homelessness in the County. We will issue our next status report to your Board on or before December 15, 2006.

If you have any comments or questions, please contact me, or your staff may contact Lari Sheehan of my staff at (213) 893-2477 or [lsheehan@cao.lacounty.gov](mailto:lsheehan@cao.lacounty.gov).

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Attachments (3)

c: Executive Officer, Board of Supervisors  
County Counsel  
Auditor-Controller  
Board of Supervisors, Homeless Deputies  
Director of Children and Family Services  
Director and Chief Medical Officer of Health Services  
Director of Mental Health  
Director and Health Officer of Public Health  
Director of Public Social Services  
Executive Director of the Community Development Commission  
County Commissioners of the Los Angeles Homeless Services Authority  
Executive Director of the Los Angeles Homeless Services Authority  
Special Advisor to the Mayor, City of Los Angeles

# **ATTACHMENT I**

## OVERVIEW OF CHRONIC HOMELESSNESS INITIATIVES (8/29/05)

The United States Interagency Council on Homelessness (ICH) developed a template for creating a 10-Year Plan to End Chronic Homelessness. The following 23 government entities (except for San Diego) present a plan on the ICH website ([www.ich.gov](http://www.ich.gov)). The matrix briefly provides an overview of each entity's governance structure to implement the plan as well as highlights of the plan's goals and strategies. The first column includes the writer of the report if shown in the plan. Eight plans that provide more specific strategic planning and action steps are indicated with a check mark.

Government Entity	Governance Structure	Highlights of Action Plan/10-Year Plan Goals
Anchorage, Alaska	<p>5-member Oversight Board appointed by Mayor to track progress and implementation of the Mayor's Task Force on Homelessness. Task Force consisted of twenty-four members appointed by the Mayor to represent various sectors of the community. The community sectors represented were: homeless individuals, local, state and federal governments, educational institutions, social service providers, neighborhoods, businesses, law enforcement, communities of faith, health care, and funders. Task Force was formed as a subcommittee of the existing Housing and Neighborhood Development Commission, and is staffed by the Division of Community Development, Office of Economic and Community Development.</p>	<p>Plan includes short and long-term action steps with performance measures (table provided in plan).</p> <p>Action steps:</p> <ol style="list-style-type: none"> <li>1. Community/neighborhood impact</li> <li>2. Seamless community approach to service delivery and analysis</li> <li>3. Funding</li> <li>4. Social service/case management</li> <li>5. Housing production and preservation</li> <li>6. Subsidized housing.</li> </ol> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Reduce the number of people who become homeless.</li> <li>2. Increase the number of homeless people placed into permanent housing.</li> <li>3. Decrease the length and disruption of homeless episodes.</li> <li>4. Provide community based service and supports that prevent homelessness before it happens and diminish opportunities for homelessness to recur.</li> </ol>
Asheville, North Carolina	<p>Asheville City Council and the Buncombe County Commission formed a steering committee, in which 33 local business, non-profit, and government leaders developed a 10-Year Plan to End Homelessness. City and County staff provided support.</p> <p>Charlotte Caplan, Community Development</p>	<p>Goals:</p> <ol style="list-style-type: none"> <li>1. 1. Reduce the number of people who become homeless.</li> <li>2. 2. Increase the number of homeless people placed into permanent housing.</li> <li>3. 3. Decrease the length and disruption of homeless episodes.</li> <li>4. 4. Provide community based service and supports that prevent homelessness before it happens and diminish opportunities for homelessness to recur.</li> </ol> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Designating a lead entity</li> <li>2. Developing the infrastructure – Homeless Management Information System (HMIS)</li> <li>3. Prevention</li> <li>4. Housing First</li> <li>5. Housing Plus</li> </ol>
Atlanta, Georgia	<p>Mayor Shirley Franklin asked the United Way of Atlanta to establish a Commission on Homelessness. The 16-member Commission includes private and public sector leaders and experts to develop a plan to end homelessness. More than 90 individuals representing 64 organizations participated in one or more of 18 work-group sessions. The Blueprint recommends a public authority to implement the plan.</p> <p>✓ Deloitte Consulting, United Way</p>	<p>Detailed action plan provides recommendations to specific issues. Each issue and related projects, partners, purpose, action steps, and measurable outcomes are described. Best practices are also provided. A timeframe to meet goals and budget allocations are presented.</p> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Prevention</li> <li>2. Outreach/intake/assessment</li> <li>3. Emergency shelter</li> <li>4. Transitional housing</li> <li>5. Permanent support</li> <li>6. Support services</li> <li>7. Permanent affordable housing</li> <li>8. Systems strategies</li> </ol>
Chattanooga, Tennessee	<p>The Chattanooga Regional Interagency Council on Homelessness will integrate the Chattanooga region's many effective, but often isolated, service and housing programs for</p> <p>Organized, detailed plan with specific outcomes/goals. Emphasis on coordination, systems change.</p> <p>Goals:</p>	

<p><b>✓</b></p> <p>homeless people into a coordinated system of homeless services and housing. The Council includes government, nonprofit and faith-based agencies serving homeless people to collaborate on a comprehensive regional response to homelessness. The Council will improve data collection and analysis, establish service standards, measure program performance, coordinate case management and establish annual numerical targets for the reduction of homelessness.</p>	<p>1. Reduce the number of people who become homeless. 2. Increase the number of homeless people placed into permanent housing. 3. Decrease the length and disruption of homeless episodes. 4. Provide community-based services and supports that prevent homelessness before it happens and diminish opportunities for homelessness to recur.</p> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Expand permanent housing opportunities</li> <li>2. Increase access to services and supports</li> <li>3. Prevent homelessness</li> <li>4. Develop a mechanism for planning and coordination</li> </ol>
<p><b>City of Chicago</b></p>	<p>Chicago Continuum of Care is a consortium of community organizations, private and public, not-for-profit and for-profit entities.</p>
<p><b>Columbus, Ohio</b></p>	<p>Franklin County and Columbus Continuum of Care Steering Committee includes representation from public and nonprofit agencies.</p>
<p><b>Contra Costa County, CA</b></p>	<p>Homelessness Inter-Jurisdictional Inter-Departmental Work Group (HIJIDWG) with support of County Office of Homeless Programs within the Health Service Department will implement this Ten-Year Plan. The group will create the Annual Implementation Blueprint, oversee development of Homeless Management Information System (HMIS), and work with the Continuum of Care Advisory Board to oversee the development of public education and fundraising campaigns designed to enhance understanding of homelessness.</p>
<p><b>Denver, Colorado</b></p>	<p>Mayor Hickenlooper formed the Denver Commission to End Homelessness with representatives from social service and government agencies, neighborhood associations, businesses and people who are homeless. The Commission is led by the Denver Department of Human Services (DDHS) and meets every six months, four subcommittees meet more frequently; Implementation Team, Evaluation Team, Fund Raising Team, Oversight Committee (includes DDHS, Denver Office of Economic Development, Executive Director of the Denver Commission on Homelessness and other Commission members and agency staff).</p>
<p><b>Indianapolis, Indiana</b></p>	<p>Mayor Peterson designated a subcommittee of the Housing Task Force to develop the Blueprint to End Homelessness. Consultants, work teams, and project teams of local providers participated. Report recommends implementation group to include: city government, the Indianapolis Housing Agency, other local and state officials, philanthropies, and other</p>

			4. Enhancing Services 5. Coordination of Services for Special Populations
	<p>community leaders. Those involved in the Blueprint process have concluded that responsibility for the implementation of the Blueprint should reside with Coalition for Homelessness Intervention and Prevention (CHIP).</p> <p>CHIP is a non-profit organization that provides information to an extensive network of provider agencies and others; acts as an information source on homelessness and housing issues; collects information regarding the needs and demographics of the homeless population, available resources, and examples of effective self-sufficiency programs; acts as a partner in community planning efforts related to the various service needs of homeless persons and those at risk of becoming homeless; assists in resource development; and acts as a broker of partnerships among various community planning efforts, working committees, and networking sessions.</p>	<p>The Maricopa Association of Governments coordinates the activities of the Regional Continuum of Care Committee on Homelessness. The Committee is organized into 5 subcommittees and includes community members, organizations (public, private), and providers. The Planning and Finance Subcommittees develop recommendations for the Committee. Three other groups are: Application Ad Hoc Group, Gaps Analysis Ad Hoc Group, and HMIS Advisory Group.</p>	<p>The plan presents a gap analysis to assess unmet need and four strategies are discussed.</p> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Increase funding</li> <li>2. Prevent homelessness</li> <li>3. Remove barriers to accessing services (includes system change)</li> <li>4. Improve data collection and outcomes</li> </ol>
<b>Maricopa County, AZ</b>			
<b>Memphis, Tennessee</b>	<p>✓ Blueprint prepared by Partners for the Homeless, Pat Morgan, Executive Director</p>	<p>City of Memphis Mayor Herenton and Shelby County Mayor Rout jointly appointed the Mayors' Task Force on Homelessness in July 2001. Task Force is designated entity for planning and facilitating implementation of a more comprehensive, more highly coordinated system of services and housing options to break the cycle of homelessness. The Mayors' Task Force on Homelessness, co-chaired by Robert Lipscomb, Director of the City's Division of Housing and Community Development and the Memphis Housing Authority, and Peggy Edmiston, Director of Shelby County's Community Services, consists of senior-level public and private policy makers, grantmakers, directors of vital mainstream programs for disadvantaged people, and representatives of providers of services to homeless people, the faith community, and business leaders. Numerous providers of services to homeless and other disadvantaged people participated in focus groups and working groups to form recommendations for addressing the structural issues and individual risk factors that contribute to homelessness.</p>	<p>Memphis/Shelby County's planning process for developing the Continuum of Care system has earned a best practice award from the U.S. Department of Housing and Urban Development (HUD). This Blueprint, which builds on, yet goes beyond the Continuum of Care planning process, represents this community's movement to the next level.</p> <p>Goals with specific strategies are included in the Blueprint. Priorities and barriers are also identified.</p> <p>Goals:</p> <ol style="list-style-type: none"> <li>1. Maximize Use of Mainstream Programs by Homeless and Precariously Housed People and Providers of Services</li> <li>2. Increase Efficiency and Coordination of Service Delivery Among Service Provider Organizations</li> <li>3. Fill Gaps in Services and Housing Options for Chronically Homeless Individuals with Mental Illness and/or Chemical Dependencies</li> <li>4. Improve/Increase Efforts to Prevent Homelessness</li> <li>5. Improve Coordination and Increase Involvement of the Faith Community in Developing More Comprehensive and Effective Measures to Break the Cycle of Homelessness and Prevent Future Homelessness</li> <li>6. Leverage the Expertise and Resources of the Business/Corporate Community</li> <li>7. Address Remaining Structural Barriers to Breaking Homelessness and Preventing Future Homelessness</li> </ol> <p>Long-term goals:</p> <ol style="list-style-type: none"> <li>1. Prevent homelessness or "closing the front door" by providing a financial safety net to protect those who have housing but are in danger of losing it. Equally necessary is ensuring that government institutions do not discharge people into homelessness.</li> <li>2. Housing First or "opening the back door" by coordinating provider systems so that people who become homeless move into safe,</li> </ol>
<b>Mercer County, New Jersey</b>	<p><a href="http://www.merceralliance.org">www.merceralliance.org</a>   (609) 989-9417 Dennis Micai, Alliance chairman and director of the Mercer County Board of</p>	<p>The Mercer Alliance to End Homelessness (The Alliance) is a collaboration of government agencies, non-profit organizations, elected officials, corporations, congregations, community groups, and individuals who have come together to create comprehensive strategies to end homelessness.</p> <p>Each committee (see short-term goals) will be responsible for</p>	

Social Services	<p>the implementation and oversight of its respective goals, which will be determined at the start of each new year. Details of each committee's goals, the steps they will take to achieve them, and the persons responsible for oversight are included in the report.</p>	<p>affordable, and permanent housing as soon as possible.</p> <p>3. "Building a foundation" by actively working with other groups to promote truly affordable housing, a decent wage, and/or increasing income and work supports, and ensuring case management, treatment options and access to government and private services.</p> <p><b>Short-term goals and actions:</b> The goals are divided into five focus areas that align with respective committees.</p> <ol style="list-style-type: none"> <li>1. Making safe and affordable housing available and ending poverty in communities.</li> <li>2. Establishing a seamless safety net.</li> <li>3. Developing and implementing income strategies.</li> <li>4. Implementing discharge planning.</li> <li>5. Raising public awareness of the issues.</li> </ol> <p>Each of the four work group sections includes gaps and barriers, best practices, and recommendations in the plan.</p> <p>Current and past efforts in Nashville to impact chronic homelessness as well as recommended goals for the ten-year plan are included. Next steps include engaging more community representatives and adding action steps. Funding strategies, estimated costs, gap analysis, recommendations, and outcome measures are included.</p> <p>Strategy aims to:</p> <ol style="list-style-type: none"> <li>1. Overcome street homelessness</li> <li>2. Prevent homelessness</li> <li>3. Coordinate discharge planning</li> <li>4. Coordinate city services and benefits</li> <li>5. Minimize disruptions to families whose homelessness cannot be prevented</li> <li>6. Minimize duration of homelessness</li> <li>7. Shift resources into preferred solutions</li> <li>8. Provide resources for vulnerable populations to access and afford housing</li> <li>9. Measure progress, evaluate success, and invest in continuous improvement</li> </ol> <p><b>Key Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Decrease the number of individuals living on city streets.</li> <li>2. Decrease the number of people who need shelter through prevention efforts.</li> <li>3. Increase the number of people leaving shelter for permanent housing.</li> <li>4. Decrease the time that individuals and families remain in shelter.</li> <li>5. Decrease the total number of people in shelters.</li> <li>6. Increase the supply of affordable, service-enriched, and supportive housing.</li> </ol> <p>A table shows each of <u>nine action steps</u> with tasks, participating organizations, and outcomes.</p> <ol style="list-style-type: none"> <li>1. Move People into Housing First.</li> <li>2. Stop discharging people into homelessness.</li> <li>3. Improve outreach to homeless people.</li> <li>4. Emphasize permanent solutions.</li> <li>5. Increase supply of permanent supportive housing.</li> <li>6. Create innovative new partnerships to end homelessness</li> <li>7. Reorganize rent assistance to increase efficiency and effectiveness.</li> </ol>
<b>Nashville, Tennessee</b>	<p>Mayor Purcell appointed a twenty-six member task force to develop Nashville's 10 year plan that will meet the federal government's goal to end chronic homelessness. Members include advocates for the homeless, representatives of the faith community, downtown property owners, government officials, business and political leaders. The task force divided the planning into four work groups: Housing, Health, Economic stability, and Systems Coordination.</p>	<p>Mayor Bloomberg convened a group of public, private, and nonprofit leaders to develop a 10-year, multi-sector strategy to address homelessness concerns and strengthen the city's response. A 41-member coordinating committee, as well as hundreds of task force participants and experts convened from November 2003 through April 2004 to produce a nine-point strategy. Following the release of this plan, a full implementation strategy will be developed. This will identify responsible authorities for each task, as well as a work plan with timeframes. The strategy will include targets and milestones, which will gauge progress in achieving the following key indicators (see next column).</p> <p>The city's 311 number is linked to services for the homeless; 1) 24-Hour Mobile Street Outreach is available to help someone in need on the street, 2) Emergency Shelter Hotline is the resource for emergency shelter, and 3) DHS' Office of Client Advocacy is utilized for those currently receiving services and need assistance.</p>
<b>New York, New York</b>	<p>Uniting for Solutions Beyond Shelter planning committee, call 212-361-8000 or email Planningcommittee@dhs.nyc.gov</p>	<p>Housing Commissioner on Portland City Council established, with the endorsement from the Chair of Multnomah County, the Citizens Commission on Homelessness (CCOH). This body was comprised of elected officials, business and community leaders, neighborhood association chairs, and persons experiencing homelessness. The CCOH was intentionally set up without representation of government or non-profit agency staff to allow for an external process that would help develop broad community support for a plan.</p>
<b>Portland, Oregon</b>	<p>✓</p>	

	<p>A second planning body was established to continue the necessary coordination and planning with non-profit agencies and multiple parties with interests in homelessness. The Plan to End Homelessness Coordinating Committee (PTEHCC) represents a different constituency of non-profit agencies, "mainstream" agencies (such as County Community Justice, health and mental health departments, and the Housing Authority of Portland) serving homeless people, representatives from other planning bodies, and homeless and formerly homeless people.</p> <p>Staffing for these bodies came primarily from the City of Portland's Bureau of Housing and Community Development. Liaison staff provided support to these bodies from Multnomah County's Housing Office, Office of School and Community Partnerships, Department of County Human Services and Department of Community Justice, as well as the Housing Authority of Portland. Non-profit agency staff and community partners also committed numerous hours to planning.</p> <p><b>Current Day-to-Day Responsibilities:</b> Multnomah County Offices, The City of Portland Bureau of Housing and Community Development (BHCDC).</p>	<p>In an effort to increase coordination and support systems change across the silos of the four homeless systems (adult, youth, domestic violence and family systems), eight new workgroups were established across functions of the continuum of homeless services. Some will continue to oversee ongoing planning and implementation work while others completed their charge. Eight workgroups:</p> <ol style="list-style-type: none"> <li>1. Discharge Planning</li> <li>2. Short-term Rent Assistance</li> <li>3. Chronic Homelessness</li> <li>4. Outreach and Engagement</li> <li>5. Facility Based Transitional Housing</li> <li>6. Consumer Feedback</li> <li>7. Shelter and Access</li> <li>8. Bridges to Housing</li> </ol>	<p>In addition to these workgroups, many others contributed to the Ten-Year Plan to End Homelessness, including: Housing and Community Development Commission (HCDC), Population-Specific Planning Groups, Policy Advice on Services, Commission on Children, Families, and Community (CCFC), Regional Blue Ribbon Committee on Housing Resource Development, Special Needs Committee, and Poverty Reduction Framework.</p> <p>An evaluation consultant has contributed to the plan and included information on data gathering. Goals, actions steps, and outcomes are shown for each critical area toward ending homelessness. Budget information is also provided.</p> <p><b>Critical areas:</b></p> <ol style="list-style-type: none"> <li>1. Prevention and discharge planning</li> <li>2. Data gathering</li> <li>3. Affordable supportive housing</li> <li>4. Supportive services</li> <li>5. Self-sufficiency through job/vocational training and job placement</li> <li>6. Cost-benefit analysis</li> <li>7. Political will</li> </ol>	<p>This plan focuses on building partnerships within communities and empowering residents to participate in planning and implementation. Information on cost estimates, benchmarks, and overall team structure is shown in the plan.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Prevent homelessness from happening in the first place.</li> <li>2. Engage individuals who are the most reluctant to accept help, connecting or reconnecting them to needed housing, health and behavioral health care, and social services.</li> <li>3. Housing, employment/education, and supportive services for people who are homeless or at risk of homelessness</li> <li>4. To gain or regain a life in the community, individuals need to become self-sufficient to the extent possible.</li> <li>5. Educate the community about the problems of people who are homeless and effective strategies to address their needs.</li> </ol>
Quincy, Massachusetts	<p>Tatjana Meschede, Ph.D., Senior Research Associate at CSP</p>	<p>Quincy Leadership Council on Chronic Homelessness Quincy-Weymouth Continuum of Care, designated by HUD, joined together with the Leadership Committee to create this 10 year plan. The plan identifies the critical areas and action steps necessary toward ending chronic homelessness. The Leadership Committee will continue to meet quarterly throughout the next 10 years to ensure the implementation and success to end homelessness in Quincy. The Leadership Committee is comprised of community leaders from the private and public sectors.</p>	<p>The City of Raleigh, Wake County, Wake Continuum of Care, and Triangle United Way formed a Planning Team to develop Ending Homelessness: The 10-Year Action Plan, a Steering Committee of business, faith, academia, and service representatives provided ongoing guidance. To ensure broad-based community participation, the Partnership (Planning Team plus Steering Committee) held five public forums attended by more than 150 people each, conducted six focus groups with people who are homeless, and convened eight community leadership forums. In addition, two additional initiatives will have an impact on homelessness in the near future: Homeless Management Information System (HMIS) and Healing Place for Women and Children.</p>	<p>The Leadership Council will provide guidance and objective perspectives to the many efforts being undertaken. Leadership Council membership will include human services, faith, education, business, government and citizen leaders as well as</p>
Raleigh, North Carolina	<p>✓</p> <p>Anne Lezak ADL Consulting</p> <p>Susan Mistrey Wells Researcher/Writer</p>			<p>Objectives with Strategies (includes benchmarks):</p> <ol style="list-style-type: none"> <li>1. Prevention</li> <li>2. Engagement</li> </ol>

<p>consumers. The Leadership Council will offer the Action Plan Workgroup insight as to direction, new efforts needed, and will serve as a base of community support. This group will meet quarterly to ensure that goals, objectives and strategies of the Ending Homelessness Action Plan are being met. At least one meeting per year will serve as a public forum for the community at large. These annual forums will provide the Leadership Council, the Action Plan Workgroup, and the Action Teams an opportunity to update the community on plan actions and to reaffirm community direction and support as the Action Plan evolves and new strategies are adopted.</p>	<p>3. Housing 4. Employment/Education 5. Services and Supports</p> <p>Five Community Partnership Action Teams will each address one of the five key Action Plan objectives, will develop and refine actions and strategies for implementation, and will serve as liaisons to the agencies, groups, and individuals that will carry out the action steps. Working members of these teams will represent a cross-section of organizations, interest groups, and individuals who will "own," develop, and carry out parts of the plan with unique insight from a variety of community perspectives. Teams will meet regularly to ensure that actions and strategies are being formulated and carried out effectively and in coordination with one another. A leader from each of the five action teams will serve on the Action Plan Workgroup.</p>	<p>A Regional Homeless Snapshot was published in July 2003. The report discusses implementation of a Regional Homeless Management Information System (HMIS). Through enhanced collaboration, service delivery and data collection capabilities, the San Diego Regional Task Force on the Homeless aims to create a more integrated approach across the region. The software application ServicePoint records and manages client data.</p>
<p><b>San Diego, California</b>  Deborah Lester and John Thelen Regional Task Force on the Homeless</p>	<p>Regional Task Force meets monthly, with a board of 35 members and various committees representing the City and County of San Diego, the United Way, local jurisdictions, business and community improvement groups, homeless service providers, and homeless advocates from throughout the region. A seven member Steering Committee reviews the Task Force work plan. It is the mission of the Task Force to work toward a countywide system of services. Task force is implementing a standardized data collection system for tracking homeless clients and developing policies, plans, resources and programs for reducing homelessness.</p>	<p>Much of the plan discusses current services and supports in place and the number receiving services. Specific recommendations are provided with outcomes measures. For each goal, actions steps, responsible organizations, and target dates are included.</p> <p>Goals:</p> <ul style="list-style-type: none"> <li>1. Permanent housing</li> <li>2. Prevention</li> <li>3. Housing – Direct Access program</li> <li>4. Emergency shelters- ensure access for people with special needs</li> <li>5. Integrated services (access substance abuse services)</li> <li>6. Integrated services (Treatment on Demand recommendations)</li> <li>7. Integrated services – Medi-Cal and SSI advocacy</li> </ul> <p>Goals are provided with objectives and action steps.</p> <ol style="list-style-type: none"> <li>1. Prevention – prevent evictions, increase wage and income stability, develop strategy to address root causes of homelessness, reduce number of women who become chronically homeless as a result of domestic violence.</li> <li>2. Intervention – know who is chronically homeless, make permanent housing available, reduce barriers that prevent chronically homeless persons from getting permanent housing.</li> <li>3. Build the infrastructure to end homelessness – end homelessness by housing the homeless, provide service needed for people to get and maintain housing, support efforts to create wage and benefits to allow households to pay for basic expenses, especially housing.</li> </ol> <p>The plan is designed to be a guiding framework and statement of policy direction rather than as a detailed roadmap of how it will be achieved. Financing sources and a gap analysis with target numbers are included.</p>
<p><b>Scranton/Lackawanna County, PA</b></p>	<p>A writing committee, lead by Barbara Meskunas, met for several weeks to organize the committee recommendations. The writing committee included council members Mike DeNunzio, Fred Martin, Ann Marks, Paul Boden, Dr. Francis Rigney and Chair Angela Alioto. Lauren Hall of the Corporation for Supportive Housing also contributed.</p>	<p>The Scranton/Lackawanna County Ten Year Plan to End Chronic Homelessness is supported by the City of Scranton, Mayor Chris Doherty and Lackawanna County through the Office of Human Services (John Nalevanko). Many agencies and individuals have had an active part as well as many homeless and formerly homeless assisted in planning.</p>
<p><b>Washington, DC</b></p>	<p>The Interagency Council will create cross-systems strategies within D.C. government to end homelessness and publish an annual report on the plan's progress. A new homeless policy planning group co-chaired by deputy mayors responsible for the</p>	

<p>city's health and human services agencies (the Office of the Deputy Mayor for Children, Youth, Families and Elders or ODMCYFE) and its housing, economic development and planning agencies will participate. The Focus Group engaged a broad spectrum of city and business leaders, homeless providers and advocates, and homeless people in planning discussions. Subcommittees of the Focus Group produced comprehensive recommendations including: replacing outworn shelters with new facilities; developing new interagency approaches to delivering wraparound mainstream services; and creating new public and private financing tools to underwrite an increase in the stock of permanent affordable housing for the homeless and low-income households at risk of becoming homeless. An additional committee also delivered recommendations for reforming the legal framework of homeless services.</p>	<p>In order to achieve these goals, three implementation strategies will guide the work of the District government and the community-based organizations with which it partners.</p> <ol style="list-style-type: none"> <li>1. Interdepartmental coordination and cross-system policy implementation.</li> <li>2. Community education and community outreach to gain support for the 10-year plan and the "housing first" and "housing plus" approaches.</li> <li>3. Advocacy for reduction of federal and other barriers to delivering services and housing that can prevent and end homelessness.</li> </ol>	<p>The primary goal of the Subcabinet on Homelessness is to achieve better integration across state agency systems – MSHA, DOC, DBDS, and DHS. MSHA may become the lead agency and additional agencies will be brought in as needed. The report acknowledges further planning is necessary for evaluation and data collection.</p> <p><b>Outline of work plan:</b></p> <ol style="list-style-type: none"> <li>1. Data analysis/ongoing measurement system (also HMIS)</li> <li>2. Medicaid Waivers/Links to Income Benefits</li> <li>3. Effectiveness of Housing Vouchers/Tenant Based Rental Assistance/Security Deposits</li> <li>4. Case Managers/Housing Counselors/Advocates, Transportation</li> </ol> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Reduce the number of Minnesota families and individuals that experience long-term homelessness.</li> <li>2. Reduce the inappropriate use of emergency health care, shelter, chemical dependency, corrections, and similar services.</li> <li>3. Increase the employability, self-sufficiency, and other social outcomes for individuals and families experiencing long-term homelessness.</li> </ol> <p><b>The Need:</b> Provide Housing with Support Service Opportunities to 4,000 Additional Households.</p> <p><b>The Strategy:</b> Cost Effective Reforms for Providing Housing and Support Services.</p>
<p><b>State of Maine</b></p> <p>Written by Michael R. DeVos, Chairperson</p>	<p>The Subcabinet on Homelessness oversees efforts and consists of one member from the Maine State Housing Authority (MSHA), Department of Corrections (DOC), Department of Behavioral and Development Services (DBDS), and Department of Health Services (DHS). Twelve members of the Interagency Task Force on Homelessness partnered with the Subcabinet to develop a State Action Plan to End Homelessness. The Task Force coordinates information, identifies gaps in delivery services, reviews and monitors plans. The 12 members of the Senior Staff Committee to End Homelessness report to the Subcabinet. In addition to these groups from state government offices, an Advisory Council includes members from nonprofits and the Local Homeless Working Group includes constituent groups.</p>	<p>The Minnesota legislature, at the request of Governor Pawlenty, directed the state Commissioners of Human Services, Corrections, and Housing Finance to convene a broadly representative working group to address the issue of homelessness in Minnesota. The Working Group consisted of 30 members representing counties, state agencies, the federal government, philanthropic organizations, local housing and redevelopment authorities, nonprofit organizations, faith-based organizations, developers and business interests. Approximately 200 other stakeholders, representing 100 organizations, provided valuable input. In addition, a number of less formal meetings with service providers, local governments, developers, architects, contractors, property owners and landlords, and persons currently experiencing homelessness provided valuable input into the process. Finally, a committed group of knowledgeable state agency and department staff from Human Services, Corrections, Housing Finance, Employment and Economic Development, and Finance met regularly to review data, plan agendas, draft reports, and keep the process moving.</p>
<p><b>State of Minnesota</b></p> <p>✓</p>		<p>A long-term homeless director without new bureaucracy is recommended to coordinate implementation of the business plan. The director should report to the Commissioners of Human Services, Housing Finance, and Corrections. In addition, and</p>

<p>also within existing resources, the Department of Human Services intends to offer technical assistance for service planning for housing with support service projects. A broadly representative advisory body like the Working Group should be established to assist in implementation of the business plan and track progress. The state agencies also should continue their work to develop creative funding strategies that allow a more natural “system” to develop to provide for the development of supportive housing.</p>	<p>The state's business plan provides a needs assessment and gap analysis.</p> <p>Goals (aligned with 5 committees):</p> <ol style="list-style-type: none"> <li>1. Discharge Planning – Representatives from service agencies and those working with prisoners, mentally ill, foster children, and medical hospitals, will establish statewide guidelines and coordinate efforts to reduce the flow into homelessness. On a national level this is referred to as “closing the front door.” Three subcommittees have been established to develop detailed measurable action plans to place those released from prisons and jails, mental health institutions and hospitals, and those ageing out of foster care and Juvenile Justice, Services in permanent supportive housing,</li> <li>2. Affordable Housing – Representatives from financial institutions, housing authorities, developers, providers and planners who will develop statewide guidelines and measurable actions for the identification, placement, funding and construction of affordable housing units.</li> <li>3. Supportive Services – Representatives from homeless providers, case managers, Workforce Services, educators, researchers, legal, Veterans Administration, Social Security Administration, and substance abuse counselors, who will identify, develop, and implement statewide best practices for comprehensive case management services.</li> <li>4. Information Systems – Agency providers, researchers, businesses, and investors who will define statewide data collection and outcome measures.</li> <li>5. Implementation Infrastructure – Representatives from the seven State Association of Governments, the League of Cities and Towns, planning commissions, mayors, county commissioners, and public officials who assist each AOG or subAOG in creating a local Homeless Coordinating Committee with the appropriate membership.</li> </ol>
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# **ATTACHMENT II**

# **Los Angeles Housing Services Authority Governance Structure**

## **Interview Findings**

### **Purpose**

The Chief Administrative Office was tasked with the responsibility of developing a questionnaire to interview current and former Los Angeles Homeless Services Authority (LAHSA) Commissioners and key stakeholders with homelessness and housing expertise regarding the governance structure of LAHSA and other model approaches for the effective administration of homeless services. The City of Los Angeles collaborated with the County in this endeavor and reviewed the content of the questionnaire. Once the questionnaire was approved, interviewing commenced in early January and was completed by the end of the month.

### **Interview Methods**

The County and the City identified approximately 30 individuals to interview, of which 25 consented to participate (please see Attachment A and B for the complete list of interviewees and the interview guide). A couple of commissioners, recently appointed to LAHSA's Board, declined to be interviewed due to their brief tenure on the Board and travel commitments prevented another commissioner from participating.

Interviews were conducted by two County analysts with no homelessness or housing affiliations or vested interest in the topic, this was purposefully done in order to maintain neutrality. The majority of interviews were conducted over the phone and generally took approximately 30 minutes to complete, a couple of individuals elected to submit written responses. Prior to each interview, participants received a copy of the interview guide in order to study the questions and prepare thoughtful responses.

### **Findings**

Two resounding themes echoed in nearly every interview involved the lack of a clear direction/mission for LAHSA, as well as the lack of a planning process and related systematic tracking of outcomes. The majority of respondents felt that until LAHSA's purpose is addressed (i.e. pass-through or policy-oriented organization) specific discussions about the governance structure will be limited. Interview responses were compartmentalized into the 8 categories listed below (please see Attachment C for an inventory of all the responses). The bulleted items following each category represent the most common responses.

#### **Positive attributes of LAHSA's Governance Structure**

- Small body
- City/County balance
- Quasi – independent

#### **Challenges of LAHSA's Governance Structure**

## LAHSA Governance Structure Interview Findings

February 6, 2006

Page 2

- LAHSA's primary mission/role is not well-defined
- No planning process or tracking of outcomes
- Joint-Powers structure is difficult and presents leadership void
- Appointing bodies generally do not hold commissioner appointees accountable or meet with them regularly to discuss LAHSA.
- Lack of resources
- Lack of trust and exchange of information/support between City and County of Los Angeles
- Commission is too City of Los Angeles focused

### Attributes of Successful Homeless Agencies

- New York and San Francisco where the city/county act as one jurisdiction
- Philadelphia
- No other model lends itself to the dynamic of Los Angeles
- The Metropolitan Transportation Authority (MTA) could be a potential model, although disliked by several respondents – too big and unwieldy.
- Miami-Dade County Homeless Trust
- Cleveland
- Chicago

### Role of Elected Officials and Stakeholders

- Most felt having elected officials serve on the Commission was a good idea in theory, but in practice it might not be feasible.
- A portion of the appointees should have some expertise in one or more topical areas related to homelessness/housing, mental health, health, substance abuse, domestic violence, regional expertise, or department heads with access to resources.
- Disband appointments in relation to Commission quotas (i.e. business representation, homeless advocates, service providers, etc.) and consider the contributions of the individual, particularly in connection to public/private resources.
- Uphold equal voting rights for all commissioners

### Role of County and City of Los Angeles and other Municipalities

- Incorporate input from 5 largest Participating Jurisdictions (PJs) within HUD.
- Encourage participation/representation of larger cities with substantial homeless populations
- Have regional representation at the Councils of Government (COG), League of California Cities, Service Planning Area (SPA) and/or Southern California Association of Government (SCAG) levels.
- Rotate Commission meetings from downtown Los Angeles to various regions throughout the County

- Frequently mentioned geographic areas that should be included in the governance structure in addition to those with own continuum of care: San Gabriel Valley; Antelope Valley/Lancaster; San Fernando Valley
- Incorporate cities with their own continuum of care (Long Beach, Pasadena, Santa Monica, Glendale)
- Rotate representation of cities

*Role of Policy Advisory Committee (PAC)*

- A slightly greater number of respondents thought a PAC was a good idea - others felt it wasn't necessary - several felt major revisions were warranted based on the structure/operation of the disbanded PAC.
- Restructure committee to act as a "Blue Ribbon Task Force" that meets temporarily to research specific issues
- Use the PAC as a community sounding board, conduct community outreach bi-annually to obtain community input/support for initiatives/planning
- Develop topical sub-committees, i.e. discharge policies, law enforcement
- Generally no delegated authority powers or budgets
- Generally no state/federal representatives - presents conflict of interest - state/federal representatives could be incorporated as part of a standing agenda to provide state/federal homeless/housing updates
- Generally good to have one or more commissioners on the PAC so there is a direct link to the commission
- Keep the PAC a manageable size, generally 20 or less

*Additional Stakeholders to the Commission or PAC*

- Academics/think tanks that deal with policy issues related to poverty, homelessness, and housing
- Neighborhood councils
- Developers
- Courts/Legal representatives
- 211
- Health (HIV/AIDS) experts
- Educational institutions: LAUSD; community colleges; universities
- U.S. Interagency Council on Homelessness
- Governor's Interagency Task Force on Homelessness
- Veterans Affairs/Veterans Groups
- HUD
- Social Security Administration
- Fair Employment and Housing
- Workforce Investment Boards

Regional Capacity Building

- The majority of respondents felt that LAHSA should have a direct role in building the regional capacity to address homelessness, if the agency is going to be more policy-driven, results-oriented.
- Political will and financial resources are a must for this to come to fruition
- Establish through the following mechanisms:
  - COGs
  - SCAG
  - SPAs, assign 2 planners per SPA
  - Implement LAHSA Regional Staff Teams (Regional Director, contract management staff, planning/policy staff, community outreach staff, HMIS staff)
  - League of California Cities
  - PJs
  - Long-term marketing strategy with media

Conclusion

The threshold issue repeatedly identified by respondents is the overall purpose/mission of LAHSA. Several participants expressed that no real reforms can be implemented until this issue is resolved by both the City and County. Other significant issues included a need for more strategic planning and tracking of program outcomes as well as utilizing existing regional planning mechanisms (SPAs, COGs, SCAG, PJs, etc.) to build LAHSA's and other affected cities' capacities to address homelessness countywide.

Several participants with noteworthy, and some contrary, perspectives on the governance structure that could warrant additional conversations include: Stacy Rowe, City of Santa Monica; Kathy Godfrey, Jan Perry's Office; Sarah Dusseault, former LAHSA Commissioner; Ruth Schwartz, former LAHSA Commissioner; Jan Cicco, Homeless Coalition of East San Gabriel Valley; Rebecca Avila, current LAHSA Commissioner; Beth Stochl, City of Long Beach Housing Services; Corrine Schneider, City of Long Beach Health and Human Services; Molly Rysman, Eric Garcetti's Office; Jonathan Hunter, Corporation for Supportive Housing; Joel Roberts, PATH; and Owen Newcomer, current LAHSA Commissioner.

Attachment A

<b>List of Individuals Interviewed</b>
Commissioner Owen Newcomer
Commissioner Howard Katz
Commissioner Louisa Ollague
Commissioner Veronica Brooks
Commissioner Estela Lopez
Commissioner Cecil Murray
Commissioner Rebecca Avila
Former Commissioner Sarah Dusseault
Former Commissioner Ruth Schwartz
Jan Cicco – Homeless Coalition of East San Gabriel Valley
Joe Coletti – Institute of Urban Research and Development
Kathy Godfrey – Jan Perry's office
Stacy Rowe – City of Santa Monica
Elizabeth Stochl – City of Long Beach Housing Services
Corinne Schneider – City of Long Beach Health and Human Services
Joel Roberts – People Assisting the Homeless
Molly Rysman – Eric Garcetti's office
Mitchell Netburn - LAHSA
Natalie Profant-Komura - LAHSA
Christine Glasco - LAHSA
Robin Conerly - LAHSA
Phil Ansel – Department of Public Social Services
Carlos Jackson – Community Development Commission
Mercedes Marquez – Housing Authority City of Los Angeles
Jonathan Hunter – Corporation for Supportive Housing

## HOMELESSNESS GOVERNANCE STRUCTURE Interview Guide

**Background:** The Los Angeles Homeless Service Authority (LAHSA) is a joint powers agency formed pursuant to State law requirements by action of the Los Angeles County Board of Supervisors and the Los Angeles City Council. LAHSA is governed by a 10-member Commission: 5 members of the Commission are appointed by the Los Angeles County Board of Supervisors and 5 members are appointed by the Mayor of the City of Los Angeles with confirmation by the City Council. LAHSA has a 39-member advisory board composed of homeless service providers, advocates and other stakeholders.

### **Interview Questions:**

#### A. Current governance structure of LAHSA

1. What are the positive attributes of the current structure of LAHSA's governing board and how do these attributes contribute to LAHSA's ability to carry out its mission?
2. What are the challenges of the current structure and how do those challenges impede LAHSA's ability to carry out its mission?

#### B. Examples of model governing structures

3. Can you name one or two homeless agencies in other parts of the United States which you consider successful? What's the governance structure of these agencies? Does the governing structure contribute to the success? If yes, how? If no, what are the non-governing attributes that contribute to the success?

#### C. Composition of governance structure

4. Given your knowledge of LAHSA's history in Los Angeles and the history of successful homeless programs in other areas of the United States, how would you change LAHSA's governance structure? Please consider what governance composition would have the most buy-in among public and private sector constituents? Ask for specific ideas for the governance structure and follow-up with the following questions:

##### a. Role of elected officials, stakeholders

- i. Should elected officials be a part of the "new" governing structure of LAHSA (Board of Directors) or should it remain an appointed Commission of non-elected persons?
- ii. If you agree that elected officials should be on the LASHA governing board:
  1. Should the LAHSA governing body be composed of just elected officials or a mixture of elected officials and appointed persons?
  2. If just elected officials, should there be an advisory board composed of homeless service providers, advocates and other stakeholders?
  3. If it's your opinion that the LAHSA Board should be a mixture of elected and appointed members:

## Attachment B

- a. Should appointed members represent specific areas of expertise and/or stakeholders?
  - b. If yes, please enumerate the areas of expertise or specific stakeholders that should be represented.
  - c. Should all the appointed members of the board have voting rights?
- b. Role of County and City of Los Angeles, other cities
  - i. Should the County and City of Los Angeles have equal representation of elected officials from their respective governing bodies?
  - iv. Should the County's other 87 cities have representation on the LAHSA Board of Directors? If yes:
    - a. Are there specific cities that should have representation? Why?
    - b. Do you have ideas about how the "other" cities should be represented?
    - c. How should these other city representatives be selected?

### D. Policy Advisory Committee

5. How large should the governing board be? 10, 15, 20? How should public, private, and non-profit sectors fit into the governing structure of LAHSA? What type of leadership role should they play, both on a Board of Directors and on Policy Advisory Committees?
6. Should state/federal homelessness/housing representatives be included in the governance structure of LAHSA and in what capacity?
7. Should the governing Board appoint members to the policy advisory committees? If not, how should members be selected? Should these policy advisory committees have delegated authority powers and prescribed budgets?
8. Should governing Board members be required to serve or chair at least one policy committee?

### E. Additional Stakeholders

9. Are there any other stakeholders, besides the ones listed below, who should participate in the governing and/or policy advisory structure of LAHSA?
  - Los Angeles County Board of Supervisors
  - Mayor of LA
  - County/City Departments
  - Cities of Pasadena, Santa Monica, Burbank, Long Beach
  - Law Enforcement/Sheriff
  - Business/civic leaders
  - United Way/Chambers of Commerce
  - CBOs
  - Mental Health Experts
  - Homeless advocates/individuals
  - Non-profits/Foundations
  - Faith-based organizations
  - Local Planning Bodies/SPAs
  - General public

## **Attachment B**

### **F. Regional Capacity Building/Systems Change**

**10. What should be the role of LAHSA (and other cities) in developing the regional capacity of the County to address homelessness?**

**ATTACHMENT C: HOMELESSNESS GOVERNANCE STRUCTURE RESPONSE BY QUESTION:****Positive attributes of LAHSA's current governance structure:**

<ul style="list-style-type: none"><li>• City and County of LA representation</li><li>• Fact that exists on paper is a good thing</li><li>• Appointed by political officials to link political office and LAHSA staff</li><li>• Size of Board (10 members), manageable</li><li>• Knowledgeable and hardworking staff</li><li>• Advisory Board includes a variety of stakeholders</li><li>• Some regional representation from Supervisor's Districts</li><li>• Non-governmental officials as policymakers creates diversity of opinion</li><li>• Quasi-independent/autonomy</li><li>• Narrow focus</li><li>• Fastest mechanism for distributing money to streets (homeless population)</li></ul>	<b>Challenges of LAHSA's governance structure</b> <ul style="list-style-type: none"><li>• Role is not well-defined</li><li>• Lack of accountability and not responsible for tracking outcomes</li><li>• No organized goals; lack of planning process</li><li>• Lack of communication between elected officials and appointed Commission members</li><li>• Commission rarely gets direction and/or communicates with City/County, unless specific to provider's funding.</li><li>• Absent the sustained communication of broader policy direction and participation from the elected officials, the Commission's focus is on the administrative duties.</li><li>• Appointed representatives lack knowledge of issues and their selection is not based on goals and mission of LAHSA</li><li>• Unclear how Advisory Committee works into decision making of Governing Board. Advisory Committee lacks effectiveness.</li><li>• Unclear how policies and decisions have coherence over time. Structure not aligned with practice.</li><li>• Dominated by City of LA- other cities are not involved</li><li>• With limited resources, the expectations of LAHSA are not reasonable</li><li>• No advocacy</li><li>• Lack of trust between the City and County, and this impedes working together.</li><li>• Acts as a pass-through agency</li><li>• Dual sets of standards for complying with administrative functions – need more streamlined process</li><li>• Commission has no financial oversight over LAHSA</li><li>• Commission shows lack of commitment</li><li>• Not completely independent body. Difficulty in administering a two-entity structure; organization is pulled in all different directions.</li><li>• No budget for LAHSA's organizational units.</li><li>• Lack of leadership from structure</li><li>• Commission's structure poses difficulties</li><li>• Convenient scapegoat for City/County</li></ul>
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**Successful Examples and Models**

- Chicago
- Cleveland
- Glendale
- Long Beach
- Los Angeles Metropolitan Transportation Authority (MTA) (multi-jurisdictional governance structure)
- Miami-Dade County Homeless Trust
- New York City
- Pasadena City Council function as the Redevelopment Commission
- PATH
- Philadelphia
- San Francisco
- SCAG
- Seattle

**Role of elected officials, stakeholders:**

- Elected officials should direct leadership through political will.
- Elected officials need to work together and be more committed.
- Elected officials need to come together and decide on the function of LAHSA.
- More commitment to permanent housing (housing elements)
- Elected officials need to disband quotas.
- Appoint those who have more expertise in specific areas related to housing, health, mental health, probation, etc. Representatives should have connections and the ability to educate stakeholders.
- Don't limit appointments because of constraints in representing specific areas and/or expertise.
- Appoint those with financial expertise
- Need passionate representatives
- Expertise with running a commission
- Listen to expertise of advisory committee
- A formal governance body (executive committee) and subcommittees should be comprised of elected officials
- Elected officials appoint Commission members
- Elected officials may choose to elect self or appoint representation
- Include both elected and appointed members on the Commission
- Appoint 1 service provider and 1 community member on the Board/Commission (12 members)
- Issue of elected/appointed not as important as Board having regional representation
- Having service providers on Board is a conflict of interest
- All board members should have equal voting rights
- Experts on Commission should have slightly more weighted votes

- Commission should be an odd number – 9 or 13 members.
- Expand size to 15 members to include the business community.
- Each Supervisor appoints representation from cities to increase regional expertise (10-20 on Board).
- Relatively small Board (10-15 people) of only elected officials. They could rotate members based on seniority or regional considerations.
- MTA/AWMD not the right model for LAHSA – too large.
- MTA/AQMD is an effective structure.

#### **Role of County/City of LA, other cities:**

- County and City should have equal representation on the Board.
- LAHSA should be a county structure. City may appoint representation – possibly through SPAs
- County, City of LA, and other cities should have representation. Represent other cities by:
  - All regions. Represent all cities through regional planning areas.
  - Cities with large homelessness population
  - Cities that are most proactive and want to be there (ex. Pomona, Long Beach, Pasadena, Santa Clarita, Lancaster, Antelope Valley)
  - Largest regions: Long Beach, Santa Monica, San Gabriel Valley, San Fernando Valley, and South Bay
- Select city representation on Board through Southern California Association of Governments (SCAG), League of California Cities, Gateway Cities or at COG level.
- Achieve cities' input through League of California Cities, Councils of Government (COGs), and SPAs (cities not on commission)
- Cities with large populations should carry more weight, LAHSA should meet with respective city managers/County Supervisors to bring cities on board.
- Cities are to be represented on a rotating basis.
- Have cities outside continuum of care (Long Beach, Pasadena, Glendale) report on activities monthly.
- [Other 84 cities come under LAHSA's authority through HUD Continuum of Care Application]
- Mandate a mechanism so there is a dialogue for cities to interact with LAHSA – need to find way to engage cities in sustained manner – incorporate cities into an advisory body – key cities – Pomona, West Covina, Santa Monica, Compton.
- Implement incremental approach to bring in other cities (Long Beach, Santa Monica, Pasadena)
- Each of the COGs could select an elected official from a member city to represent that COG, or cities from each SPA. Cities with their own continuum of care and/or housing authority could be included on the Executive Committee.
- Determine voting rights based on funding allocation to LAHSA and concentration of homeless population
- Mayor and representatives from other cities would participate on the board
- Coalitions should be organized in cities. Mutual interests should be examined and all should work together to plan and implement solutions.
- Two other city representatives to be appointed by Board of Supervisors
- Supervisors could also appoint more local city representatives through their own single appointment right.
- Suggest the MTA as a model for City/County representation on a multi-jurisdictional governing board.
- County take more ownership and distribute more funding to homelessness issues
- Use county-owned buildings, not in use, to provide homeless services for residents in their own communities instead of concentrating service in Skid Row.
- City and county ultimate decision makers – invested in the decision process
- Establish satellite offices within the County to hold Commission meetings to maintain communication with LAHSA

- If largest 5 participating jurisdictions (PJs) identified by HUD serve on the Commission and if the County received input from local homeless coalitions regarding political appointees, the Commission would have broader representation.

**Policy Advisory Committee:**

- Working groups should be as large as the need to ensure all stakeholders are present, but still function as a group to complete tasks. Executive Committee members should chair the groups. Executive Committee members could appoint an appropriate designee to represent them as chair of a group. State and federal could be on Working Groups as appropriate. Key stakeholders should appoint their own representative. Working groups should have authority powers and budgets appropriate for the specific tasks at the discretion of the Executive Committee.
- State and Federal representatives would probably not attend the commission meetings
  - State and federal officials can have role on advisory committee.
  - State and Federal representatives should be invited to testify/report on what cities/counties are successful in obtaining state and federal funds for housing programs such as FHP. More scrutiny/oversight is needed to determine why LA isn't as successful as other jurisdictions in drawing down state/federal dollars.
- Include members of the Board appointed by elected officials. Policy committee would work with Board to assign policy objectives, which would be integrated and aligned with budget.
- Include providers, funders, and recipients.
- Commission could appoint or chair the committee.
- Commission can attend meeting, but should not sit on body; keep separate from the Commission
- If providers are competing for money, then as decision makers they will not have an open mind.
- Agencies receiving funding should not vote on issues that affect the type of funding they received. There should be full disclosure.
- If Board has proper representation, then there is no need for an advisory committee.
  - Regional Advisory Committees would be more effective than a county-wide advisory committee.
  - Need a method for prioritizing the allocation of resources
  - No staff time to sustain and manage body, too many competing interests, no funds to manage, use internet to get information out, assist the Commission to institute its own mechanisms to obtain input (i.e. winter shelters and community response team)
  - No general advisory board, but task-specific Working Groups which exist to complete tasks related to advising the Executive Committee and its Sub-Committees.
- Advisory Committee members should be appointed by the LAHSA Board.
  - Board oversee members of advisory committee, stakeholders should select their own representation.
  - Advisory Committee is needed/good idea to have one.
- Uneven number of members to determine votes
  - No more than 12/becomes unmanageable
  - 12-15 manageable yet large enough to have all represented
  - No more than 20 members
  - 20-30 members for each committee
  - Public/private and non-profit can have role as advisors and bring resources.
  - Comprise of public/private entities; exclude non-profits or other conflicts of interest when advocating for funding from Commission

- Include providers, funders, and recipients.
- Business committee should serve on advisory board and possibly on the board.
- There should be natural terms for members so that the system is not closed.

• Need adequate staff, more knowledgeable LAHSA staff to manage process.

• Broaden membership beyond providers and homeless individuals.

• PAC not that helpful in the past (disputes between providers and homeless)

• Topical sub-committees

• Three policy advisory committees:

Cities – geographically balanced and rotates every few years to accommodate other cities

Homeless/formerly homeless and advocates

City/county departments, service providers, business leaders, state/fed reps

• Policy Committees have power to vote and submit recommendations to Commissions, and Commission has authority to endorse or reject.

• Once function of Commission settled can determine if policy advisory board is necessary.

• Implement temporary blue-ribbon task forces/temporary committees to research specific issues

• Comprised of County departmental staff

• People who can talk about issues regionally – PACs should be arranged by region.

• Advisory Committee should not be delegated decision making authority or budget

• Should have prescribed budgets/powers

• Respond to sub-populations under continuum of care; mental health; substance abuse/domestic violence; HIV/AIDS; youth; seniors;

• Homeless/formerly homeless

• Establish policy advisory committees regarding service providers, housing/development, law enforcement, business, local municipalities

• Subcommittees should include: evaluation, prioritize how HUD money is used (strategic plan ), process of scoring supernova applications, research

models effective in US

• Restructure as community outreach sessions – meet bi-annually with community to share outcomes/visions.

#### **Other Stakeholders that should Participate:**

- Structured and coordinated way of working together with other stakeholders.
- Communicate with regional board/experts to look into problem/spontaneity in evaluating
- Educational Institutions
- LAUSD
- Community Colleges
- Universities
- Academics
- Council of Governments
- Local Planning Bodies/SPAs
- Southern California Council of Governments
- Local Councils of Governments
- Metropolitan Transportation Authority
- Workforce Investment Boards
- League of Cities

- City and County Departments
  - Children and Family Services
  - Health [Specifically HIV/AIDS]
  - Public Benefits
- Senior Services
  - Health and Mental Health Services
  - Law Enforcement (Police, Sheriff)
  - Courts, Criminal Justice and Corrections
  - Housing and Community Development
  - Economic Development/Redevelopment
  - Neighborhood Empowerment/Councils
  - Planning/Land Use
- Fire
  - Substance abuse providers
  - Domestic violence service providers
  - Neighborhood planning groups
  - Once homeless/homeless population
  - City Councils
  - Homeowner associations
  - For profit developers
  - Developers
  - WIB Workforce Investment Board
  - Visitors Bureau
  - Business associations
  - Business improvement districts
  - State and Federal Representatives
  - Veterans Affairs and Veterans Groups
  - Social Security Administration
  - Employment Development Department
- HUD
  - Governor's Inter-Agency Task Force on Homelessness
  - Fair Employment and Housing
- ACLU
- Whittier
  - San Gabriel Valley
  - Antelope Valley
  - North County
- Service Integration Branch -CAO (LA County)
  - 211 Infoline (LA County)

### **Regional Capacity Building – role of LAHSA**

- Focus on permanent supportive housing and discharge policies.
- Coordination among public agencies among key departments.
- • • • • Leading agency in developing capacity.  
Issue is political will.
- Lead institution to address many faceted needs of homelessness.  
Have knowledge of all entities to address the problem
- Look at services provided, assess quality and advocate for pieces needed to service homeless.
- More proactive to respond to necessities- public facilities for immediate needs and facilities where people may be referred to additional services
- Draft a blueprint complete with timelines and restricted in its volume. Create a plan of action.
- Determine function on this continuum: Homeless funding administration, Policy related to homeless services provided (for other entities), Policy related to homelessness- affordable housing, land use.
- Lead in informing region on allocation of funds, developing regional capacity, needs of the region. Also inform providers of the region.
- Build on SCAG and Gateway of Cities (have policy focus, also need funding focus). LAHSA may want to build on these organizations.
- Role of LAHSA should be front and center. Other cities need to take more responsibility.
- Need policy subcommittee that connects with leaders from other cities and service managers. Coordinate the region by having quarterly or biannual meetings with people from region and discuss partnerships and coordinating responsibility.
- Ensure that services and programs for homeless population are appropriate, comprehensive, and accountable for outcomes.
- When welfare laws changed in the past few years, more families became homeless. LAHSA needs to address the needs of homeless families and this should be a priority for programs.
- Advocate and provide oversight to address and implement effective programs.
- Be more proactive, rather than reactive.
- Maybe need to have each city control own operations internally, and have more local decision making.
- Local entities or planning councils would then do their own planning and coordinate resources. This would provide an incentive to partner with other entities.
- Supportive housing – County has abandoned buildings that could be make available for use.
- LAHSA needs adequate resources to implement BLAH plan if adopted.
- Need to develop mechanism to communicate with cities in order to build regional capacity.
- Decentralize administration of services to SPAs by providing financial support to SPAs in relation to homeless problem.
- Assign planners by SPA to build regional capacity.
- Need resources so that efforts won't be fractured and duplicated
- Need correct staff
- Need better leadership
- Engage other cities through COGs to build regional capacity.
- City/County should offer matching fund for supportive housing, housing trust fund, social services. Consider a rental subsidy program given the County's housing costs. This could take the form of an on-line system where cities/regions are able to locate available services and partner with LAHSA. Commission meetings should take place in various regions and incorporate a transparent system of operation including public hearings.
- Develop a regional system that addresses discharge planning, supportive housing, and health/mental health services. Prioritize and advocate for resources (i.e. Prop 63) more effectively.
- Build LAHSA's capacity (staff/budget) to implement 10-year strategic plan.

- Have staff meet/build relationships with those cities that comprise 80% of homeless population (Burbank, El Monte, Covina, Santa Monica, Los Angeles, Long Beach, Glendale, Pasadena, Pomona).
  - Address and develop more robust planning and collaboration with clients.
- Long term marketing strategy with media
  - Need commission, elected officials, LAHSA to develop long-term strategic plan.
  - LAHSA and other jurisdictions in the County need to exhibit leadership and substantial political will to address homelessness at a regional level.
  - Communicating the need for collective action to regional, State, and Federal policymakers, and to individual residents and consumers is key.
  - Governing Body and political leaders need to communicate the economic and social costs of not addressing the issue.
- Required to be action oriented.
  - Focus on specific sequence of tasks to accomplish to progress on the plan.
  - Make sure to have the very best advice from stakeholders.
  - Hold key players accountable.
- Identify existing funding sources which can be used in new ways and create new funding sources dedicated to ending homelessness.

# **ATTACHMENT III**



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**MEMO**

**To:** LAHSA Commissioners  
**From:** Robin Conerly  
**Date:** July 5, 2006  
**CC:** LAHSA Executive Management Staff  
**Re:** Summery of Planning Retreat Conducted 6/30/06

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At its meeting on June 30, 2006, the Commission agreed to the following Mission Statement and key responsibilities for LAHSA:

**Mission Statement:**

As the lead agency for the Los Angeles Continuum of Care, the mission of the Los Angeles Homeless Services Authority is to lead the planning to prevent and end homelessness in ten years and continue to coordinate the efficient provision of services to homeless men, women and children in the County and City of Los Angeles.

**Responsibilities:**

- Research, analyze and plan
- Analyze and advocate on policy
- Evaluate program outcomes
- Monitor compliance
- Administer contracts (includes procurement, contract negotiation, monitoring, and fiscal administration)
- Coordinate the multiplicity of resources
- Communicate
- Utilize advisory bodies (ensure the input from homeless and formerly homeless persons)
- Maintain direct contact with homeless people through service delivery

**Resources to Accomplish Mission and Responsibilities:**

On June 30, 2006 the LAHSA Commission approved a balanced budget for 2006-2007. While allowing LAHSA to continue providing core contracts, fiscal, and program functions, it does not allow for strengthening of the monitoring functions of the fiscal, contracts or IT departments. The planning function also remains minimally staffed and will not be able to perform lead agency responsibilities required by HUD. Further there are no monies for the 2007 Homeless Count or strategic planning function. The Emergency Response Team will remain at 5

people to serve the entire County. The budget is not sufficient to meet LAHSA administrative needs particularly in the areas of office expenses and technology, professional services contracts, and training.

Three additional budgets were discussed including the Critical Needs Budget which strengthens the fiscal and contracts monitoring function and adds one Information Technology (IT) support person, the Essential Operations Budget which strengthens fiscal, contracts, IT, Human Resource, and clerical functions, allows for the 2007 Homeless Count and a strategic planning consultant, permits us to hire one additional ERT member, and includes sufficient funding for administrative needs and the Preferred Budget which further strengthens all departments including Development and Communications and adds 3 ERT members.

The Commissioners agreed that in order to begin to accomplish our Mission and to address the responsibilities listed above, that they would work with the elected officials and their offices that appointed them to secure funding for the Essential Operations Budget understanding that funding for the 2007 Homeless Count is a priority.